



DEPARTMENT OF THE ARMY
US ARMY SOLDIER SUPPORT INSTITUTE
10000 HAMPTON PARKWAY
FORT JACKSON, SOUTH CAROLINA 29207-7025

ATSG-CG

NOV 22 2004

MEMORANDUM FOR ALL Soldier Support Institute (SSI) Personnel

SUBJECT: Policy Memorandum #4 - Equal Opportunity (EO)

1. It is my policy to provide equal opportunity and fair treatment for military personnel, family members and DA civilians without regard to race, color, religion, gender, or national origin, and provide an environment free of discrimination.
2. The EO program objectives for the SSI will focus on the following:
 - a. Eliminating discrimination, sexual harassment, prejudice, insensitive behavior and verbal abuse.
 - b. Strengthening the command climate by reinforcing the importance of dignity and respect.
 - c. Maximizing readiness by proactively preventing incidents from occurring in the first place.
3. Discrimination based on race, color, gender, religion, or national origin cannot and will not be tolerated within this command. Accordingly, each commander will serve as the EO Officer for his or her respective organization. This responsibility will not be delegated. Leaders are charged with setting the example and ensuring that all personnel under their direction receive equality of opportunity and are not subject to discriminatory practices. The chain of command, whether military or civilian, is the primary channel for correcting discriminatory practices and for communications on EO matters. Commanders and supervisors will be prohibited from initiating any type of disciplinary or adverse action against any Soldier or civilian employee because the individual registered a complaint. Additionally, commanders will establish robust EO training programs based on the Consideration of Others philosophy. This and all other EO Program components will be monitored through established Equal Opportunity Action Plans, unit Quarterly EO training, Quarterly Narrative and Statistical Reviews (QNSRs) and Quarterly Training Briefs (QTBs).

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4. I charge all personnel of this command to report and eradicate biases and prejudices. I expect leaders at all levels to use the administrative and disciplinary tools available to take swift and positive action to assure a healthy EO Environment. Should a Soldier, civilian employee, or family member believe they are a victim of discrimination, they should immediately present their concerns to their chain of command for resolution. Detailed complaint procedures are outlined in a separate policy (Policy Memorandum #7, Equal Opportunity Complaint Process). They may also contact their unit/organization Equal Opportunity Representative, SSI EO Advisor, or other alternate agencies such as the Chaplain, Inspector General, Provost Marshal, Medical Agency Personnel, Staff Judge Advocate, and/or Housing Referral Office.

5. Commanders and directors will prominently display this memorandum throughout their activities. Commanders must also publish and post the following separate written EO policy memorandums:

- a. Equal Opportunity Policy
- b. Prevention of Sexual Harassment
- c. Equal Opportunity Complaint Procedures

6. The SSI EO Hotline is 751-8110.

7. The proponent for periodic review of this policy is the SSI Equal Opportunity Advisor.

8. READINESS STARTS HERE!


GINA S. FARRISEE
Brigadier General, USA
Commanding